

EMERGENCY WORKFORCE MANAGEMENT PLAN

Department of General Services



Steven G. Cates
Commissioner

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INTRODUCTION

The Emergency Workforce Management Plan has been designed to provide direction during an emergency situation. The plan does not cover every conceivable situation but does provide basic procedural guidelines necessary to deal with most emergencies. Emergency response operations will be conducted within the framework of these guidelines. Unique building-by-building emergency plans may be developed by the division of Real Estate Asset Management (STREAM) in addition to unique operational emergency plans developed by the individual divisions.

Workforce management events that might affect the operation of state government can be categorized in two ways:

Short-term events – a natural disaster or localized emergency of some type (e.g. tornado, flood, localized terror attack)

Long-term events – earthquake, pandemic, large scale attack or loss of a large percentage of the workforce due to extended wartime operations

The Continuity of Operations Plan (COOP) and the Emergency Workforce Management Plan are designed to work together or independently, depending on the current situation. The Commissioner or ranking staff member will make that decision as appropriate. Chain of command and communication strategies are the same for both plans in order to quickly facilitate information sharing, regardless of how implementation is being managed.

Under the direction of the appropriate member of the division's executive leadership team, each program area within the Department of General Services has a chain of command. While this chain of command will function during routine activity and during any short-term event in which the COOP may be implemented; the agency's workforce remains substantially intact.

In the event of a declared emergency in which state government is forced to reduce services or in which less than 75% of the agency's workforce is available, the Emergency Workforce Management Plan may be implemented by order of the Commissioner. The Commissioner's Executive Leadership Team and its divisions will subsequently be designated as mission critical.

EXECUTIVE SUMMARY

The Department of General Services (DGS) strives to facilitate the operation of State government in the most timely, efficient and economical manner possible. DGS operates many functions of State government, including the Central Procurement Office, Real Estate Asset Management, Motor Vehicle Management, Printing & Media Services, Postal Services, Warehouse Administration, Surplus Property and Records Management. We generate almost all our operating funds by providing necessary services to other state agencies and departments. We are consistently striving to provide the best possible customer service.

The Office of the Commissioner includes: the Commissioner; the Commissioner's professional and clerical staff who support the office; a Deputy Commissioner and Chief Financial Officer; an Assistant Commissioner and Chief Operating Officer; a Deputy Commissioner and Real Estate Portfolio Manager; a Deputy Commissioner and Chief Procurement Officer; and an Assistant Commissioner of Communications and Legislation. The Department operates internally with the support of the Office of Financial Management, the Office of General Counsel, the Office of Human Resources, the Office of Information Technology, and the Office of Internal Audit.

In the event of an emergency situation affecting the state of Tennessee, whether localized or statewide, two things will be equally important: the State's ability to provide a public health and emergency response, and DGS's ability to continue to provide critical functions and services of State government throughout the event. Meeting these two goals will require having trained employees in place as necessary, as well as having a plan to temporarily replace employees who may be prevented from working due to illness or other circumstances beyond their control.

Potential environmental threats and recent nationwide emergencies (including localized natural disasters, accidents, technological emergencies, public health emergencies and military or terrorist attack-related incidents) have brought awareness to the need for COOP capabilities that enable agencies to continue their critical functions in the event of a broad spectrum of emergencies.

This Emergency Workforce Management Plan, which DGS will complete annually along with its COOP update, will serve as the agency's **human capital guide** for operations in the event of a disaster and/or loss of a large percentage of the workforce.

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CRITICAL FUNCTIONS

Critical functions for DGS are housed in twelve distinct divisions of the Department: Commissioner's Office, State of Tennessee Real Estate Asset Management, Central Procurement Office, Motor Vehicle Management, Warehouse and Distribution, Office of Human Resources, Postal Services, Printing & Media Services, Office of Information Technology, Office of General Counsel, Office of Financial Management, and Office of Internal Audit.

The essential functions needed to accomplish the missions of the Department and the critical daily functions that the State must provide are listed below.

C1 – Catastrophic impact on the Department or more than one division

C2 – Catastrophic impact on one division

C3 – Catastrophic impact on an individual

M1 – Moderate impact on agency

M2 – Moderate impact on some divisions

M3 – Minor impact

Division	Critical Function	Agency Impact	Perform from Remote Location
Commissioner's Office	Provide overall executive leadership and guidance for Real Estate Asset Management, the Central Procurement Office, Motor Vehicle Management, Printing & Media Services, Postal Services, Warehouse Administration, Surplus and Records Management, the Office of General Counsel, Human Resources, Financial Management, Information Technology and Internal Audit.	C1	Yes
Commissioner's Office	Provide communication and information to DGS employees and other State employees as necessary in conjunction with the Governor's Communications Office, TEMA and/or Department of Health.	C1	Yes
Commissioner's Office	Provide data and information regarding State facilities to Governor's Communications Office and other interested parties during and after critical time periods.	C1	Yes
Central Procurement Office	Provide procurement of goods and services needed for emergency operations and business resumption. Provide list of potential sources for various goods, supplies, equipment and services to the State during the emergency that will lead the State toward a full recovery.	C1	Yes

Motor Vehicle Management	Provide emergency vehicle allocation, fuel activation card managing and monitoring, and vendor invoice processing.	C1	Yes
Warehouse and Distribution	Manage storage and retrieval control, delivery of goods, shipment transferring and document recording. Maintain preservation of records by tracking management and inventory of physical records as needed during the critical stages of the emergency.	C1	Yes
Real Estate Asset Management	Provide communication equipment and repair. Conduct damage safety assessment of buildings. Assist with logistics operations. Maintain necessary building facilities, such as fire alarm systems, lighting, elevators, heating and cooling systems. Provide building security service.	C1	Yes
Human Resources	Provide overall human resources leadership and consultation/planning regarding HR policy, procedures and practices before, during and after critical time periods, such as, providing temporary staffing, ensuring accuracy of employee payroll and supplemental payments, processing medical/dental/life insurance documents.	C1	Yes
Postal Services	Provide internal mail and messenger services to the facilities. Handle U.S. mail with daily pickup/delivery services including courier services to State Capitol.	C1	Yes
Printing & Media Services	Provide emergency printing, image manipulation, report covers, posters, and emergency stock photos, as necessary. Be on hand to take photographs as necessary during the emergency.	C1	Yes
Office of Information Technology	Ensure servers and applications are available via network. Ensure VPN accounts and desktops are fully functional and contain all applicable hardware and software. Reserve IPS and firewalls. Provide user access for appropriate files. Provide technical support for applications and consulting for application maintenance.	C1	Yes
Office of Legal Counsel	Provide guidance regarding potential legal implications during the emergency crisis. Provide legal guidance to assure the adequacy of actions taken. Plan for legal implications of responsibilities towards employee's safety and welfare.	C1	Yes

Office of Financial Management	Coordinate emergency purchasing. Initiate a record-keeping system for all expenditures associated with emergency operations. Collect cost estimates of emergency purchasing and identifying funds available to meet emergency needs while providing budget accounts for emergency spending. Audit vendor invoices and process payroll transactions.	C1	Yes
Office of Internal Audit	Assure that the department remains in compliance with established policies, plans, procedures, laws, regulations, and contracts during the emergency event. May also provide consulting services to ensure efficient and effective business practices are followed.	C1	Yes

CHAIN OF COMMAND

COMMISSIONER'S OFFICE

Commissioner, Steven G. Cates, has total responsibility for all functions/operations of the Department, complete signature authority, complete purchasing authority, and the ability to appoint or reassign staff within the Department, etc.

Deputy Commissioner, Chief Financial Officer (CFO), Thomas Chester, in the routine absence of the Commissioner or in the event of a declared emergency where the Commissioner is not on site or immediately available, assumes responsibility for all functions/operations of the Department, has complete signature and purchasing authority, and the ability to appoint or reassign staff within the Department, etc.

Deputy Commissioner & Real Estate Portfolio Manager, Jose McNeill, in the routine absence of the Chief Financial Officer or in the event of declared emergency where the Chief Financial Officer is not on site or immediately available, assumes responsibility for all functions/operations of the Department, has complete signature and purchasing authority, and the ability to appoint or reassign staff within the Department, etc.

Assistant Commissioner, Chief Operating Officer (COO), Reen Locker Baskin, in the routine absence of the Real Estate Portfolio Manager or in the event of declared emergency where the Real Estate Portfolio Manager is not on site or immediately available, assumes responsibility for all functions/operations of the Department, has complete signature and purchasing authority, and the ability to appoint or reassign staff within the Department, etc.

CENTRAL PROCUREMENT OFFICE

Chief Procurement Officer (CPO), Jessica Robertson, has full authority to guide the acquisition process, to manage the diversity business enterprise listing of suppliers to assure fair and equal opportunity is given to each diversity businesses to participate in State procurement emergency activity and contract awards, and to reassign staff within the division.

Deputy Chief Procurement Officer, Mike Perry, in the routine absence of the Chief Procurement Officer, has full authority to guide the acquisition process, to manage the diversity business enterprise listing of suppliers to assure fair and equal opportunity is given to each diversity businesses to participate in State procurement emergency activity and contract awards, and to reassign staff within the division.

Director of Sourcing, Shay Oliphant, in routine absence of Deputy Chief Procurement Officer, has full authority to guide the acquisition process, to manage the diversity business enterprise listing of suppliers to assure fair and equal opportunity is given to each diversity businesses to participate in State procurement emergency activity and contract awards, and to reassign staff within the division.

Director of Systems Management, Marcy Damon, in routine absence of the Director of Sourcing, has full authority to guide the acquisition process, to manage the diversity business enterprise listing of suppliers to assure fair and equal opportunity is given to each diversity businesses to participate in State procurement emergency activity and contract awards; and to reassign staff within the division.

MOTOR VEHICLE & EQUIPMENT MANAGEMENT

Director of MVM, Kathleen Hansen, has full authority to manage the State vehicle fleet in processing fleet purchases, requisitioning the replacement of the fleet, approving and disapproving fuel activation, and to reassign staff within the division.

Assistant Director, Terry Lindsay, in the routine absence of the Director, has full authority to manage the State vehicle fleet in processing fleet purchases, requisitioning the replacement of the fleet and approving, disapproving fuel activation, and to reassign staff within the division.

Assistant Director, Victor Vaughn, in routine absence of the AD, has full authority to manage the State vehicle fleet in processing fleet purchases, requisitioning the replacement of the fleet, approving and disapproving fuel activation, and to reassign staff within the division

Fleet Manager, David Keith, in routine absence of both Assistant Director, has full authority to manage the State vehicle fleet in processing fleet purchases, requisitioning the replacement of the fleet, approving and disapproving fuel activation, and to reassign staff within the division

DIVISION OF WAREHOUSE and DISTRIBUTION

Director of Warehouse and Distribution, Stacey Hooper, has full authority to manage storage and retrieval control of goods including: shipment transferring and document recording; maintenance of records reporting and inventory tracking for document management; and the reassignment of staff within the division.

Assistant Director, Kay Lewis, in routine absence of the Director, has full authority to manage storage and retrieval control of goods including: shipment transferring and document recording; maintenance of records reporting and inventory tracking for document management; and the reassignment of staff within the division.

Property Utilization Manager, John Barnes, in routine absence of the Assistant Director, has full authority to manage storage and retrieval control of goods including: shipment transferring and document recording; maintenance of records reporting and inventory tracking for document management; and the reassignment of staff within the division.

Store Manager, Chris Jones, in routine absence of the Property Utilization Manager, has full authority to manage storage and retrieval control of goods including: shipment

transferring and document recording; maintenance of records reporting and inventory tracking for document management; and the reassignment of staff within the division.

REAL ESTATE ASSET MANAGEMENT

Deputy Commissioner & Real Estate Portfolio Manager, Jose McNeill, has full authority to manage tenant complexes in order to facilitate repairs, maintenance, and construction of a complex's equipment and structure to ensure safe, secure and proper operations, and to reassign staff within the division.

Director of Real Estate Portfolio, Steve Berry, in the routine absence of the Real Estate Portfolio Manager, has full authority to manage tenant complexes in order to facilitate repairs, maintenance, and construction of a complex's equipment and structure to ensure safe, secure and proper operations; and to reassign staff within the division.

Director of Facilities Management, Don Johnson, in the routine absence of the Director of Real Estate Compliance, has full authority to manage tenant complexes in order to facilitate repairs, maintenance, and construction of a complex's equipment and structure to ensure safe, secure and proper operations, and to reassign staff within the division.

Assistant Director of Facilities Management, Lynelle Jensen, in routine absence of the Director of Facilities Management, has full authority to manage tenant complexes in order to facilitate repairs, maintenance, and construction of a complex's equipment and structure to ensure safe, secure and proper operations, and to reassign staff within the division.

HUMAN RESOURCES DIVISION

Human Resources Director, Rebecca Brodbine, has full authority to implement emergency strategies, administer personnel policies and procedures, and to reassign staff within the division.

Human Resource Manager, Marilyn Turrentine, in the routine absence of the Human Resource Director, has full authority to implement emergency strategies, administer personnel policies and procedures, and to reassign staff within the division.

Affirmative Action Officer, Angela Scruggs, in routine absence of the Human Resource Manager, has full authority to implement emergency strategies, administer personnel policies and procedures, and full authority to reassign staff within the division.

POSTAL SERVICES DIVISION

Postal Services Director, Phil Page, has full authority to maintain operations and applications of U.S. mail services for State agencies in accordance with USPS rules and

regulations for internal administration distribution, and to reassign staff within the division.

Assistant Director & Mail Services Manager, Theresea Nixon, in the routine absence of the Postal Services Director, has full authority to maintain operations and applications of U.S. mail services for State agencies in accordance with USPS rules and regulations for internal administration distribution, and to reassign staff within the division.

Assistant Director & Mail Services Manager, Cynthia Bakerwoodard, in routine absence of the Assistant Director & Mail Services Manager, has full authority to maintain operations and applications of U.S. mail services for State agencies in accordance with USPS rules and regulations for internal administration distribution, and to reassign staff within the division

Administrative Services Assistant, Byron Dollar, in routine absence of both Assistant Directors, has full authority to maintain operations and applications of U.S. mail services for State agencies in accordance with USPS rules and regulations for internal administration distribution, and to reassign staff within the division

PRINTING & MEDIA SERVICES

Printing & Media Services Director, Tammy Golden, has full authority to serve all three branches of State government providing print production and maintaining inventory control for all order entries, establishing time sensitive delivery, and to reassign staff within the division

Assistant Director, Vicky Goodin, in routine absence of the Director, has full authority to serve all three branches of State government providing print production and maintaining inventory control for all order entries, establishing time sensitive delivery, and to reassign staff within the division

Website Developer, Art Colebank, in routine absence of the Assistant Director, has full authority to serve all three branches of State government providing print production and maintaining inventory control for all order entries, establishing time sensitive delivery, and to reassign staff within the division

Printing Services Supervisor, Bret Hulet, in routine absence of the Website Developer, has full authority to serve all three branches of State government providing print production and maintaining inventory control for all order entries, establishing time sensitive delivery, and to reassign staff within the division

OFFICE OF INFORMATION TECHNOLOGY

Director, Brad Taylor, has full authority to secure critical data, ensure and maintain data networks and information resources are operating temporarily until the services are restored to pre-emergency status, and to reassign staff within the division.

IT Manager, Neva Buttrey, in the routine absence of the Director, has full authority to secure critical data, ensure and maintain data networks and information resources are operating temporarily until the services are restored to pre-emergency status, and to reassign staff within the division.

IT Manager, Frances Mitchell-Venson, in routine absence of the IT Manager, has full authority to secure critical data, ensure and maintain data networks and information resources are operating temporarily until the services are restored to pre-emergency status, and to reassign staff within the division.

OFFICE OF LEGAL COUNSEL

General Counsel, Thad Watkins, provides a full range of legal services to the Commissioner and to the Department. The primary role is ensuring the Department continues to conduct its business in compliance with the law.

Assistant General Counsel, Abby Lipschie, in the routine absence of the General Counsel, provides a full range of legal services to the Commissioner and to the Department. The primary role is ensuring the Department continues to conduct its business in compliance with the law.

OFFICE OF FINANCIAL MANAGEMENT

Director, Ron Plumb, has full authority over the following: financial reporting, budgeting, transaction analysis, cost allocation, payroll transaction, accounts maintenance, financial advisory, and the reassignment of staff within the division

Assistant Director, Steve Jenks, in routine absence of the Director, has full authority over the following: financial reporting, budgeting, transaction analysis, cost allocation, payroll transaction, accounts maintenance, financial advisory, and the reassignment of staff within the division

Accounting Manager, Margaret Ison, in routine absence of the Assistant Director, has full authority over the following: financial reporting, budgeting, transaction analysis, cost allocation, payroll transaction, accounts maintenance, financial advisory, and the reassignment of staff within the division

Accounting Manager, Jeff Hermsdorfer, in routine absence of the Accounting Manager, has full authority over the following: financial reporting, budgeting, transaction analysis, cost allocation, payroll transaction, accounts maintenance, and financial advisory, and the reassignment of staff within the division.

OFFICE OF INTERNAL AUDIT

Director, Debi Moss, has full authority to develop and execute a risk-base process to ensure business practices are in compliance with established processes and procedures during the emergency event, and to reassign staff within division.

Auditor, David Gee, in routine absence of the Director, has full authority to develop and execute a risk-base process to ensure business practices are in compliance with established processes and procedures during the emergency event.

Auditor, Jack Williams, in routine absence of the Auditor, has full authority to develop and execute a risk-base process to ensure business practices are in compliance with established processes and procedures during the emergency event.

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WORKFORCE MANAGEMENT/REPLACEMENT

In the event of any emergency lasting more than a few days, services provided by DGS will become critical and there will be a need to coordinate with other State agencies to provide support services or to procure outside personnel. These services include procurement of equipment and material, building management, motor vehicle and equipment management, surplus property utilization, printing and photographic services, postal services and record management. The dissemination of information and fielding of questions from agencies and employees, primarily at the beginning of an emergency situation, may also require a commitment to staffing all divisions of DGS.

Critical functions which can be accomplished from remote locations are identified in the chart on pages 1, 2 and 3. To ensure continuity of services, some of the functions may require that employees be partially onsite. The nature and length of the emergency will determine whether or not this becomes a requirement. If a large percentage of the workforce is unable to come to work because of a physical disaster which prevents travel, or mandated social distancing related to public health emergency, the use of telecommuting will be mandated by the Commissioner at that time.

Currently, the Department is making an effort to cross train employees to perform tasks which may be required in a disaster. Certain staff may need additional security clearances in various databases.

EMPLOYEE EDUCATION

A copy of the COOP will be distributed to all employees to educate them on the importance of the emergency workforce critical missions. Directors, managers and supervisors will develop quarterly training sessions to review the plan in order to acquaint employees with their roles and responsibilities.

Employees in the chain of command for divisions designated as mission critical will be provided with a list of responsibilities and cross-trained to perform all necessary functions.

Communication regarding the declaration of an emergency or the implementation of the Emergency Workforce Management Plan will be made to all Department employees via established communication plans within the divisions. The Commissioner will notify the executive leadership team and each member of that team will notify the division directors under their area of responsibility.

COMMUNICATION STRATEGIES

Initial Employee Communication

The Commissioner's Office provides all division directors with a complete list of employees including home/cell/alternate telephone numbers, home e-mail addresses and any other means of contact that is used on a regular basis. The staff is expected to keep a copy of this information both at home and at the office. The Commissioner will communicate with the Deputy Commissioners, Assistant Commissioners, Legal Counsel and other direct reports. The Assistant Commissioners will assume responsibility for communicating with directors and advising them regarding communication with staff. Emergencies declared by order of the governor will be broadcast on local television and radio in the affected areas. DGS employees may also utilize the DGS website (<http://www.state.tn.us/generalserv/>) and/or intranet as means of communicating with other employees.

Ongoing Communication with Employees and Others

Commissioner's Office will perform the following roles: Liaison with the Governor's Communication Office in responding to media inquiries; preparers and disseminators of news releases on division services that have been suspended or temporarily limited; and monitors of media reports to ensure that information being reported is clear, consistent, accurate and timely.

Additionally, the Commissioner's Office staff will be tasked with the following: developing messages, talking points, fact sheets and visual aids to assist with communication efforts during various stages of a pandemic or other disaster; developing and posting messages on the agency website; and communicating directives to employees as necessary.

All Department directors will make a daily report to the appropriate Deputy/Assistant Commissioner. Employees who cannot reach their direct supervisor should attempt to reach the next person in the chain of command for their division, the Department's main phone line, or the Commissioner's Office.

Employees may be instructed as necessary to utilize e-mail, text messaging, or the State Employee Information Line to report their availability to work each day.

All employees who take reports from other employees regarding their availability to work should be trained regarding the confidentiality of personal health information and the appropriate information which may be shared.

The DGS Office of Information Technology will develop step-by-step instruction for the use of conference phones and bridge lines (including phone numbers and total number of callers who can be accommodated on each call) and provide that information to all Department directors for distribution to the appropriate staff. Instruction sheets will also be placed in close proximity to each conference phone for quick reference.

The Office of Information Technology will provide copies of the emergency management workforce plan to all employees by electronic or other means.